
LONG BEACH

DEPARTMENT OF PARKS, RECREATION, AND MARINE



PRELIMINARY DRAFT

January 15, 2002

STRATEGIC PLAN

January 2002



INTRODUCTION

This Strategic Plan contains five key elements. These key elements are:

Core values, or qualities, that are most important to the community, and will guide the Department in serving the community.

Mission, defining the overall purpose of the Department

Goals, providing views of the community and Department to be achieved in the future

Strategies, establishing the approach to making each of the goals a reality

Indicators of Success, defining how progress in achieving each goal will be measured

CORE VALUES

Core values adopted by the Department provide the foundation for this Strategic Plan. These core values reflect the things that are most important to the Community and the Department, and guide the priorities and activities of the Department. These core values are:

- **Community Service** – We are here to serve the needs of the Community and its citizens, providing the best service and facilities possible, in a professional, customer friendly, efficient, and positive manner
- **Accessibility** – There is convenient and easy access to parks, facilities, and services for all Long Beach residents
- **Inclusivity** – People of diverse ages, ethnic origins, abilities, genders, and income levels feel welcome in Long Beach parks, beaches, facilities, and recreation programs

- **Equity** – Parks, programs, facilities, and services are equitably distributed throughout the Community, strengthening Long Beach's neighborhoods, and benefiting all residents
- **Diversity** – People of diverse interests and cultures are served through an array of places, programs, and services that meet their varied needs
- **Environmental Stewards** – protect and conserve the environment
- **Play and Celebration** – Believe fun adds value to life and celebration builds community
- **Personal Development** – Committed to learning and improving personal abilities and skills
- **Professional Growth** – Committed to improving professional knowledge and abilities
- **Lifelong Learning** – Committed to an attitude and approach of learning
- **Healthy Lifestyles** – Advocate and model healthy living

MISSION

We create community and enhance the quality of life in Long Beach through people, places, programs, and partnerships

Elements of this mission include:

- **Strengthening community image and sense of place** – creating a positive identity for the City and its



neighborhoods through parks and natural places

- ***Supporting economic development*** – provide parks, beaches, waterways, and programs that enhance quality of life and support continuing economic success
- ***Strengthening safety and security*** – providing constructive outlets, and forums for community interaction
- ***Promoting health and wellness*** – facilitating recreation and physical activity
- ***Fostering human development*** – providing opportunities for lifelong learning
- ***Increasing cultural unity*** – celebrating cultural heritage and diversity through events and programs resulting in greater understanding and respect among the citizens of Long Beach
- ***Protecting environmental resources*** – acting as an environmental steward for the City
- ***Facilitating community problem solving*** – providing facilities and programs for positive interaction
- ***Providing recreational experiences*** – creating fun and exercise, and promoting skill development

GOALS

The Department has developed and adopted eight goals, or views of the Community and Department in the future. These goals are:

Goal 1: Meet Community Parks and Open Space Needs

Goal 2: Meet Community Recreational Facility Needs

Goal 3: Provide safe, well-maintained recreational facilities

Goal 4: Meet Lifetime Recreational Needs

Goal 5: Preserve Environmental, Cultural, and Historical Resources

Goal 6: Ensure beaches and waterways are accessible and provide a positive experience and image

Goal 7: Provide safe, state-of-the-art, well maintained, and financially stable marinas and amenities

Goal 8: Facilitate and encourage productive service to the Community through the Department's management philosophy, structure, culture, and employees

Each of these goals, and strategies for accomplishing them, is discussed in the chapters of the Strategic Plan.

STRATEGIES

A series of strategies have been developed to accomplish each of the goals. Each of these strategies requires some change in priority or approach. Some require additional investment in parkland and in improving or building new facilities. Other strategies require changes in how things are accomplished, including changes in processes.

Some strategies will require changes in the organizational structure of the Department, including changes in roles and responsibilities or units and individuals. Changing management policies and practices will be required to implement some strategies, which may include changing such things as reward systems, or the relationship between management and labor.



The most difficult strategies to implement will be those that require people to change. These changes will include upgrading Department employee's skills and abilities. It will also include changing the attitudes, values, beliefs, and culture of the organization.

Specific strategies to accomplish each goal are discussed in the chapters of the Strategic Plan.

INDICATORS OF SUCCESS

As strategies are implemented progress toward each goal should be achieved. To measure this progress several indicators of success have been adopted for each goal. The information for these indicators will be collected and reviewed periodically to determine if adequate progress is being made toward the established goal. If necessary, strategies will be enhanced, revised, or completely changed to ensure adequate progress is achieved.